

Management
CONFLICTS

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CONFLICT

- a serious disagreement or argument, typically a protracted one, or
- an incompatibility between two or more opinions, principles, or interests, or
- a condition in which a person experiences a clash of opposing wishes or needs

CONFLICT

=

Conflict situation
+

Pretext

Reasons for occurrence

- Consequence of inadequate communication development
- Different aims and ideas
- Disagreement between two or more parties
- Correlation of tasks
- Different life style and experiences

CONFLICT

Benefits

Losses

Detection of various viewpoints

Problems in control

Better management effectiveness

Aims disagreement

Conflicts by types

(consequences)

functional

dysfunctional

CONFLICT

Conflicts by types (by
(participants)

interper
↓
long-term
(conflict situatio



d a group
measures)

CONNECT



CONFLICT

Conflicts by types (by

interpers

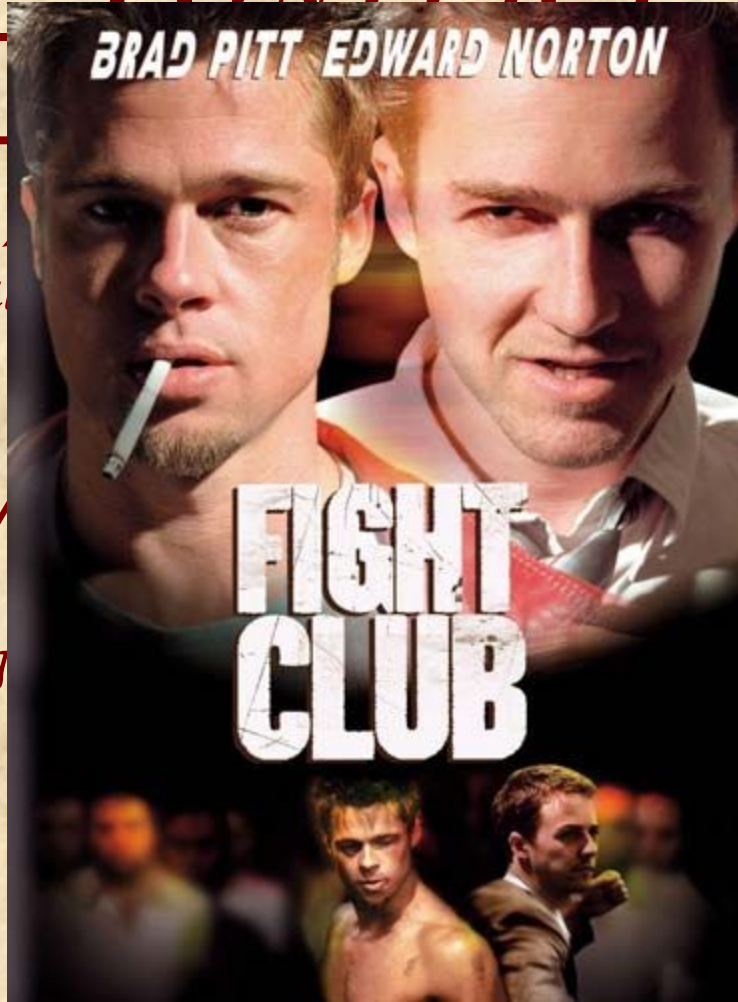
betwe



*roup
res)*

CONFLICT

BRAD PITT EDWARD NORTON



interpersonal

son and a group
(popular measures)

between g

erson

Conflict

Managerial situation



Conflict sources



The more sources exist, the ... (?) the whole situation is.

Conflict

Managerial situation



Conflict sources



Possibility to settle the
conflict



*The more pretexts, the ... (?) the whole
situation is.*

Conflict

Managerial situation



Conflict sources



Possibility to settle the
conflict

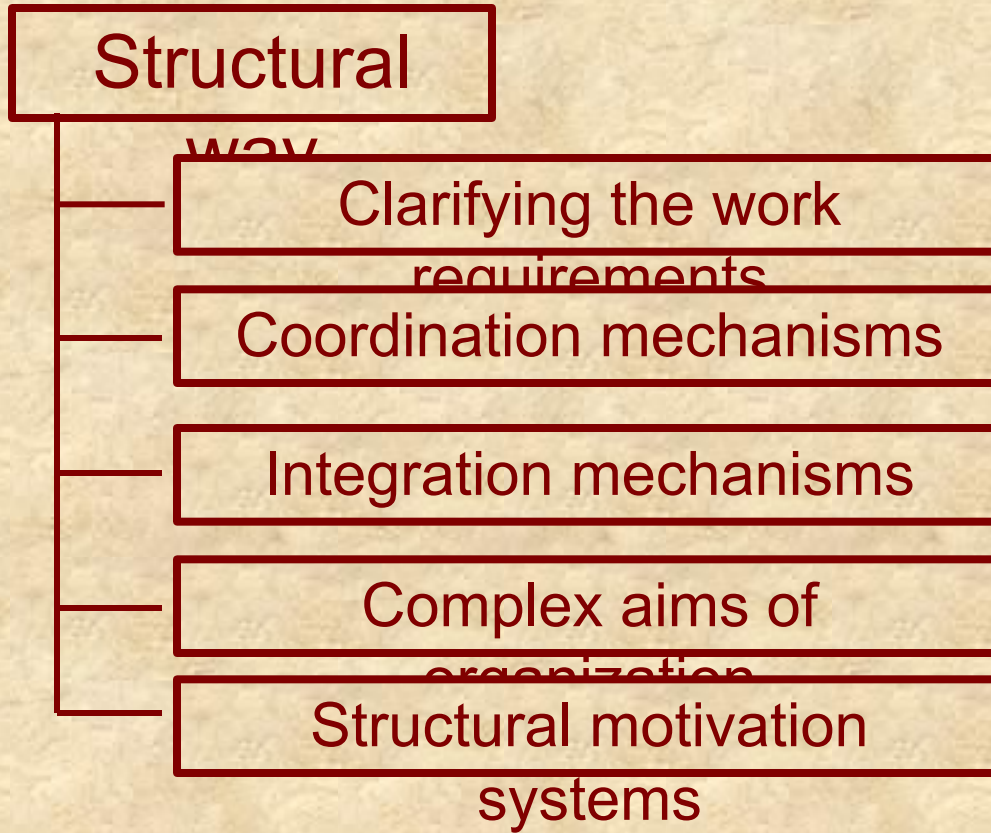
Reaction to the
conflict

failed

Conflict handling



Conflict handling



Conflict handling

Structural
way

Interpersonal
way

Avoidance

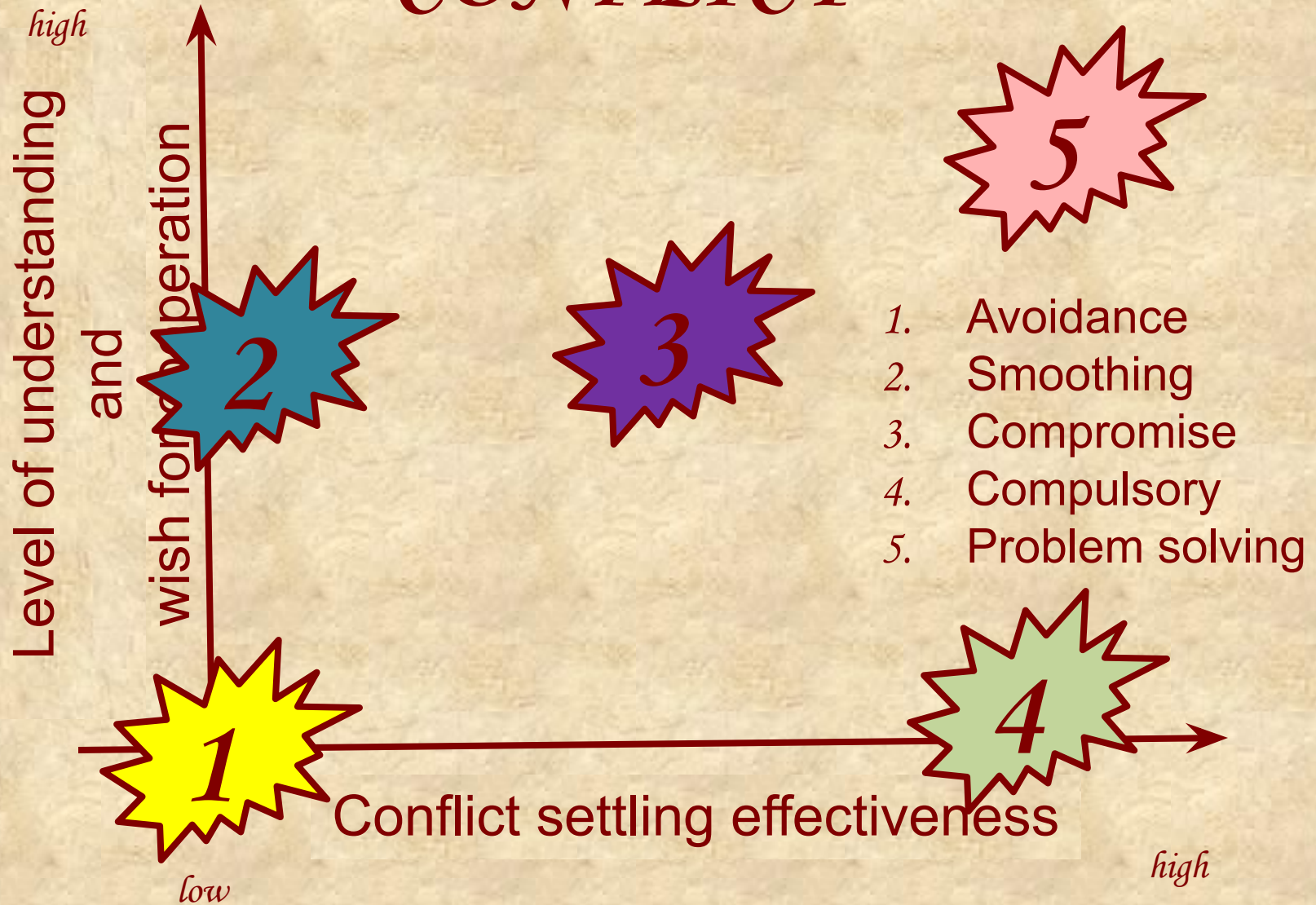
Smoothing

Compulsion

Compromise

Problem solving and
readiness to the other's point
of view

CONFLICT



Conflict

Managerial situation



Conflict sources



Possibility to settle the
conflict



Reaction to the
conflict *failed*

Conflict handling



Functional and dysfunctional
consequences



The background is a dark blue field with several glowing, overlapping geometric shapes in a lighter blue hue. These shapes include rectangles, triangles, and irregular polygons, some of which are slightly offset from each other, creating a sense of depth and movement. The overall effect is abstract and modern.

Conflict Consequences

CONFLICT

Conflicts by types (consequences)

functional

- The result is acceptable for everyone
- More desire for the further co-operation

dysfunctional

- Less working effectiveness
- No desire to compromise in the future
- “the-other-party-being-an-enemy” idea
- Displacement of interests

Where people fight?



Where Conflicts Appear

□ Women's Style

□ Routine work



results

ments
but

Where Conflicts Appear

□ **Women's Style**

□ **Routine**

□ **High cost**

□ **Closed plant**

□ **Shift work**

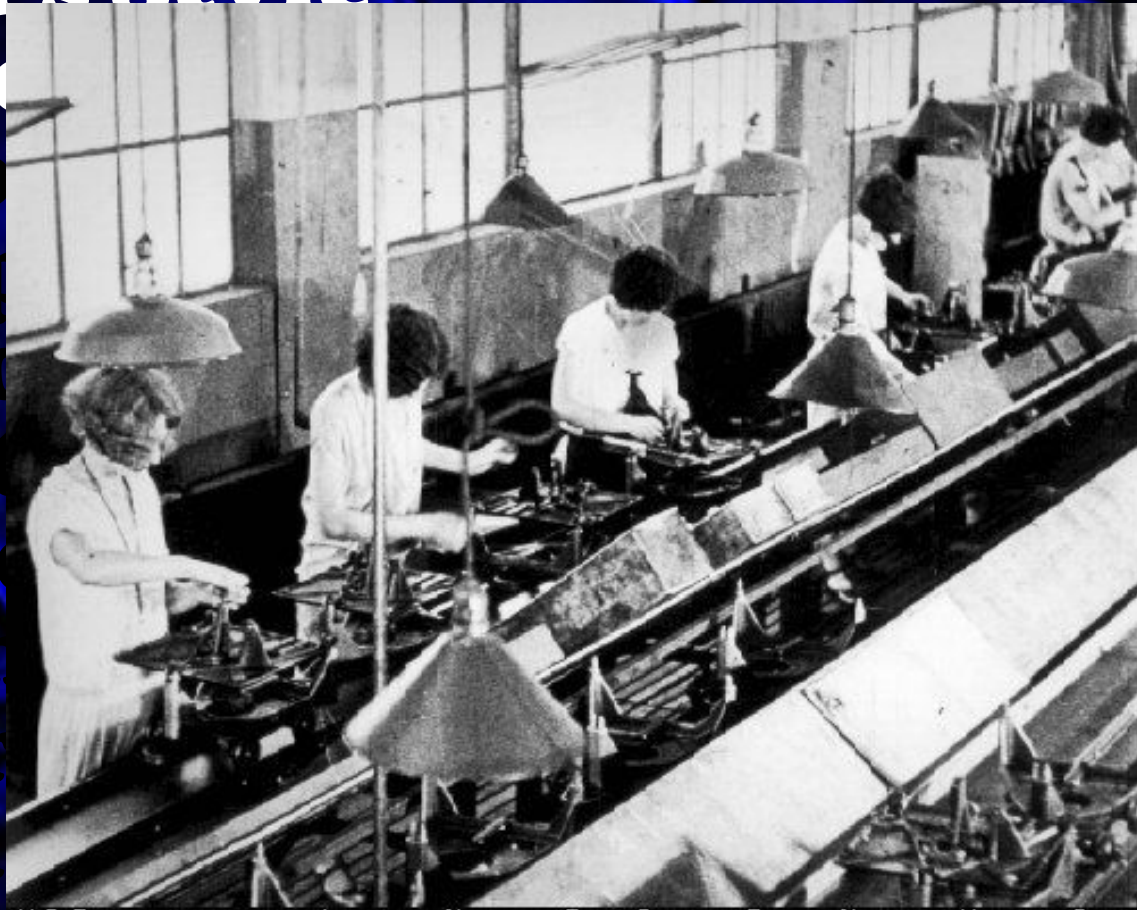
□ **Conflicts**

□ **with the**

□ **different**

□ **high pr**

□ **ma**



U.S. DEPARTMENT OF THE INTERIOR, NATIONAL PARK SERVICE, EDISON NATIONAL HISTORIC SITE

Where Conflicts Appear

□ **Women's Style**

□ **Routine work**

□ **Hig**

□ **Clos**

□ **Shit**

□ **Com**

□ **wit**

□ **diff**

□ **Hig**



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Where Conflicts Appear

- W
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- C
- W
- D
- E



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- Wo
- Ro
- Hig
- Clo
- Sh

Its

S

Where Conflicts Appear

□ **Women's Style**

□ **Ro**

□ **Hi**

□ **Cl**

□ **Sh**

□ **Co**

wi

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□ **Pr**



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Where Conflicts Appear



5 Ways What a CEO Can

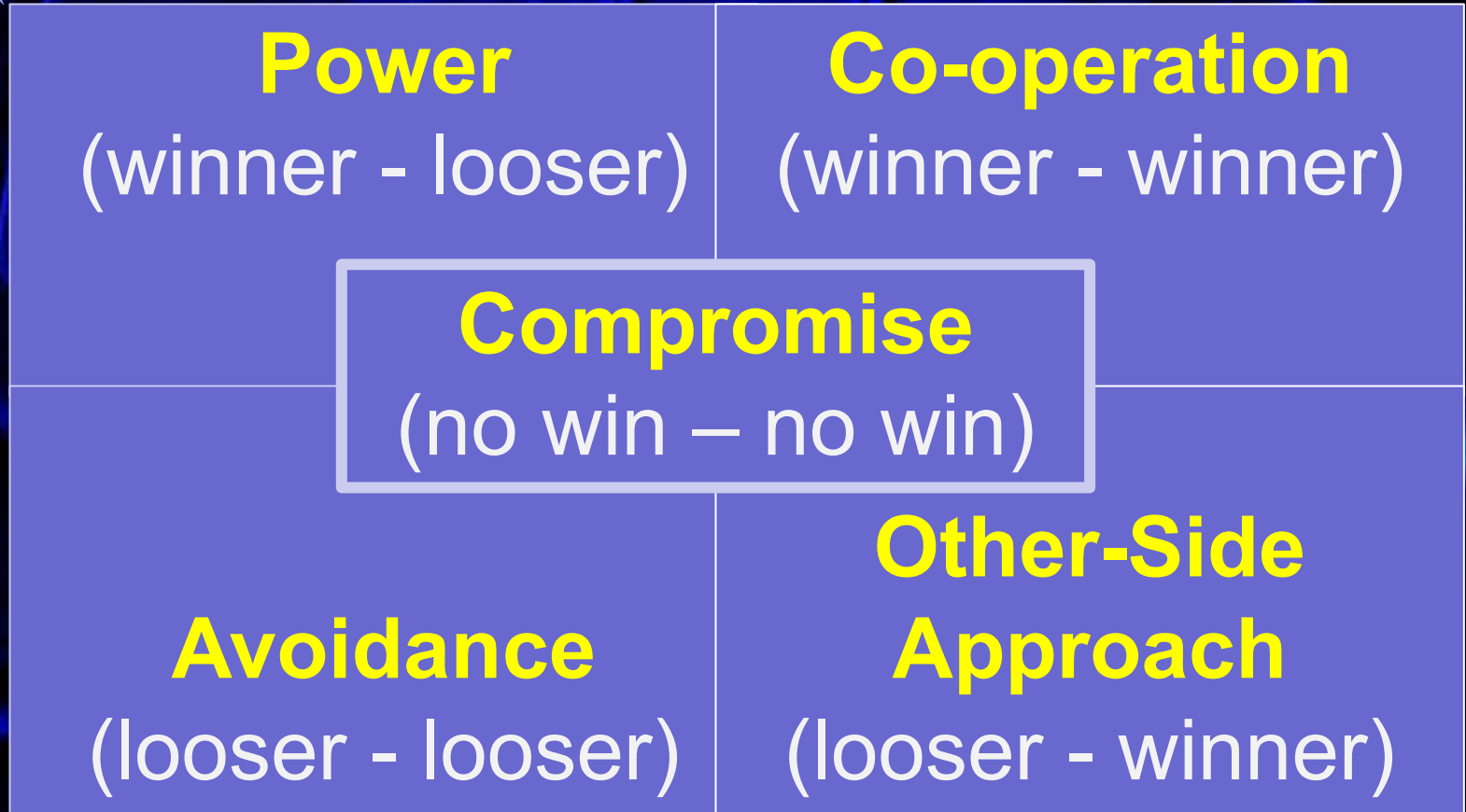
Do

- Competitive style – based on power, means winner and loser in a conflict
- Dissociation style - lower level of persistence and no looking for co-operation
- Compromising style – temperate persistence and wish for co-operation
- Adaptation style – desire for co-operation and lower persistence on decision
- Co-operation style

Styles of the Conflict Handling

high

Self - interest



low

Interest to others

high